

July 22, 2005

Question and Answers

The following topics are covered: Part 1, section 1; Part 1, section 2; Part 2, section 1; Part 2, section 2; Appendix B; Form 11; and General.

Part 1, Section 1

1. Question: What agency has responsibility of common agency staff, i.e., customer service, facilities, security, etc.

Answer: This is Job Center specific and will need to be addressed within each Job Center.
2. Question: If one agency is both the JDPa and the CMA, is one person able to be both types of case managers? (i.e., participant would see only one case manager instead of two – solves what to do in a dispute problem but may not create the specialization in job development RFP seems to want).

Answer: This will be determined during the joint coordination planning sessions that will occur after providers are selected.
3. Question: Will the Job Center locations change over the next four years? Or is it expected that the current locations will be the same going forward into this contract?

Answer: RFP does not speak to Job Center location – changes in location will require DWD approval and will be made with consideration to service and cost consideration.
4. Question: If separate contracts are issued for CMA and JDPa, how will the twenty percent (20%) performance holdback be implemented? How will accountability be delegated and implemented fairly?

Answer: Both the CMA and the JDPa earn incentive dollars for the same client.
5. Question: Given that DWD is requiring twenty percent (20%) incentive funding when CSJs exceed fifty (50) cases for three months, would the Department consider providing an incentive for agencies that exceed the performance benchmarks using the twenty percent funding not accessed due to poor performance on benchmarks?

Answer: It is anticipated that agencies will earn their incentive holdbacks. Should an agency appear to be in danger of not earning the full incentives, we will work with that agency to help them achieve the goals. The primary purpose of the incentives is to get everyone thinking of funding in terms of outcomes and not just caseloads.

6. Question: The new performance incentive that requires a twenty percent (20%) holdback would at best cause the provider of the services to break even. If the performance falls short, it will generate a loss. Is there any other financial incentive in the provision of the services?
- Answer: No, there are no other financial incentives in the provision of services under the W-2 contract.
7. Question: Who will notify and explain to participant the change in functions of the W-2 agencies?
- Answer: W-2 agency, as part of the Transition Plan, will notify the participant of these changes.
8. Question: If you are both a CMA and the SSI advocacy agency can you have a shared CSC and a shared CSN.
- Answer: This will be determined once providers are selected.
9. Question: Will there be a transition plan in place for participants receiving support services, i.e., mental health, from current providers to new providers.
- Answer: Yes.
10. Question: Can service dollars be used for the administration, development, maintenance and tracking of CSJs? Which agency, the CMA or the JDPA pays for these aspects of CSJ operation?
- Answer: Yes, if the expenses are for program related activities. It depends on the type of CSJ. The CMA is responsible for costs associated with "soft skills" CSJs. The JDPA is responsible for costs associated with "work experience" or "customized skills training" CSJs.
11. Question: Out of which agency's funding – the CMA or the JDPA – does the employer subsidy for Trial Jobs come?
- Answer: Service dollars from the JDPA.
12. Question: What is the grievance procedure for a JDPA?
- Answer: This process will be developed in the coordination planning process that will occur after providers are selected.
13. Question: W-2 agencies currently contract with Milwaukee County for child care eligibility. Based on your response to questions regarding Child Care eligibility, is the W-2 agency (CMA) no longer responsible for Child Care eligibility?
- Answer: The CMA will maintain the responsibility for determining child care eligibility. Historically, this function has been subcontracted to

Milwaukee County. We do not anticipate any changes to the current practice.

14. Question: If a Proposer is bidding on more than one Milwaukee region but only as one agency type, should the Proposer submit a separate proposal for each region?

Answer: A proposer bidding on multiple regions for the same function, e.g., Case Management Agency, may submit one proposal to cover multiple regions. However, if a proposer is bidding on different functions, two complete, separate proposals must be submitted.

15. Question: Developing the EP is described as a CMA responsibility in subsection 2.B.1.3, but then is also indicated in section 2.C.1.1.a as a JDPA function after CMA refers job seekers to JDPA. Is it the intent that developing and modifying EPs is a collaborative function between the CMA and JDPA? How will the Department ensure cooperation and collaboration in EP development and modification between different contractors? What provisions will there be if there are EP disputes between the CMA and JDPA?

Answer: It is the Department's intent that the CMA and JDPA coordinate in the development and updating of participants' Employability Plans (when the participant has an immediate employment focus). Please refer to the RFP, Part One, Section Two, 1.1.C.1 which describes all of the areas where the CMA and the JDPA must coordinate. There is also a note in this section which says: When disputes arise regarding whether an individual is appropriate for services from the JDPA and/or the types of activities a participant is being assigned to, the JDPA will have the final decision. In addition, the W-2 Program Guarantees (Form #11 of the RFP) requires the JDPA and CMA for each Milwaukee W-2 region to jointly develop and present to the Department an agreement that lays out a plan for coordination of job seeker services. One of the items required in the plan is coordination on the development of employability plans.

16. Question: Section 2.C.4 describes the JDPA's responsibilities for operating the FSET program, however section 2.C.7 does not include any FSET specific performance standards. There are no FSET policies outlined in the two Administrator's Memos referenced in Part 2 Subsection C (Memos 04-16 and 04-19). For what FSET performance standards will the JDPA be held accountable?

Answer: The RFP addendum issued on July 15, 2005, included the Information Map for the next W-2 and Related Programs contract. FSET specific performance standards are identified in the Information Map. For FSET policies please refer to the FSET Manual.
<http://dwd.wisconsin.gov/dws/manuals/fset/default.htm>

17. Question: Can a partnership approach be taken in bidding on the CMA contract (e.g. more than one organization partner to deliver CMA in one Region or more)? For example would it be possible for one organization to deliver eligibility, another organization delivers assessment and one other agency delivers the rest of the Case Management function?

Answer: There must be a Lead Agency for each response to the RFP; the Lead Agency may subcontract for the services.

Part 1, Section 1, #2.3

18. Question: If the cost of services provided by the Preferred Provider is included in the budget, is that cost subject to the twenty percent (20%) incentive based contracting?

Answer: The cost is to be included in the budget and is subject to the incentive based contracting.

Part 1, Section 2

19. Question: Confused about where responsibility for individual case resides. RFP Section 2, page 1 – 23, Section 1.1.C.1 states, “When disputes arise. . .” and 1.1.C.2 states, “CMA retains responsibility. until individual is ready for employment. . .”

Answer: 1.1.C.1 refers to cases that are jointly managed by the CMA and JDPA and the individuals are ready for immediate employment focus. 1.1.C.2 refers to cases managed solely by the CMA and an employment focus is not immediately appropriate for these individuals.

20. Question: Will DWD or DHFS determine the criteria for Preferred Providers?

Answer: DWD will develop Preferred Provider criteria with input from DHFS.

21. Question: Who will determine costs for Preferred Provider Registry providers? When will the list be issued?

Answer: The process to establish the fee structure has not been finalized. The list will be issued on October 28th 2005.

22. Question: Will the JDPA provide training as well or work with the CMA?

Answer: Customized skills training is provided by the JDPA. Educational services are provided by the CMA. When a participant is being jointly served by both the JDPA and the CMA, there will be joint-case planning meetings to determine which activities are most appropriate for the individual.

23. Question: Do we have rates for services for Preferred Providers for budgeting

purposes?

Answer: The process to establish the fee structure has not been finalized. You will need to estimate your costs for your proposal.

24. Question: Will the SSI agency be able to access services from a JDPA?

Answer: We would not expect this since these individuals have been determined to have a reasonable chance of being found eligible for SSI/SSDI.

25. Question: Will all case managers at the CMA, JDPA and SSI need to be certified FEPs?

Answer: The SSI Advocacy agency and the CMA will have certified FEPs. The JDPA will not.

26. Question: There are currently 606 participants assigned to SD (social security advocacy and applications) in Milwaukee. Will these cases be carried in to the SSI agency?

Answer: There will be a process established between the CMAs and the SSI Advocacy agency to review these cases and determine which ones have a reasonable chance of obtaining SSI.

27. Question: Who will mediate disputes between the CMA and JDPA? Between the CMA and SSI agency?

Answer: This process will be developed in the coordination planning process that will occur after providers are selected.

28. Question: Are agencies limited to only the Preferred Providers for support services?

Answer: The department will be determining which types of services will be part of the Preferred Provider Registry. There will be some types of services that the CMA agency will have to make a decision about.

29. Question: Where does training fall on the map?

Answer: JDPA will be responsible for development and provision of customized skills training. This will be done in coordination with WDB, employers, technical colleges and other services providers.

30. Question: Do JDPAs contract with the W-2 agencies or with the state?

Answer: The state will contract with the JDPAs.

31. Question: How will education be coordinated with customized training? Do you envision integrated education/training programs?

Answer: JDPA is responsible for customized skills training and CMA is responsible for basic educational services. The two entities will be working together in a coordinated fashion to develop participants EPs and assign appropriate activities.

32. Question: Will persons assigned to the SSI agency be able to access education and training and who will be responsible for providing any needed reasonable accommodations?

Answer: Yes, the SSI advocacy agency will be able to access education for its customers. The SSI advocacy agency will be responsible for providing accommodations for its customers.

33. Question: Do transportation costs reside with the CMAs?

Answer: Yes, and also with the SSI advocacy agency.

34. Question: How will cost sharing be handled between the CMA and JDPA for space, etc? An outside firm may not be able to get budget information from incumbents. Can a vendor find their own space?

Answer: If the CMA and JDPA are separate agencies, each will lease their space and incur other costs separately. If the CMA and the JDPA are one agency, the costs should be split in accordance with the agency's cost allocation plan. An outside firm should use their best estimates if data is not available. Agencies can rent their own space, but will need to address the coordination issues in the RFP.

35. Question: As per page 2-7 (Section 1.10 Subcontracts and/or Purchase of Services) - Can you please clarify whether the Contract Agency (either CMA or JDPA or both) will be responsible for providing payment for services provided by groups on the Preferred Provider Registry or if these providers receive payment for these services as part of their contracts.

Answer: The W-2 Contract Agency will reimburse the Preferred Provider for the services provided.

Part 2, Section 1

36. Question: In section 1.19 a, information on affiliates and subsidiaries is requested. Please clarify, do you mean affiliates or subsidiaries of our W-2 agency or of our entire company?

Answer: We want the information for the entire company. If you are headquartered out of state, you could restrict your answer to those entities that operate in Wisconsin, or would do so during the contract period.

37. Question: Can persons being served by the SSI agency access customized

training? If no, why not?

Answer: We would not expect this since these individuals have been determined to have a reasonable chance of being found eligible for SSI/SSDI.

38. Question: Part Two: 2.B.1.4 (i)(1) refers to CSJs in need of soft skills training and weekly contact. Is this contract agency contact or FEP contact?

Answer: FEP contact.

39. Question: On page 2-34, Item 2.B.4 the RFP states "The CMA must operate the FSET program." Also on page 2-43, Subsection C: JDPA Response Item 2.C.4 the RFP states "The JDPA must operate the FSET program." Please clarify which agency is responsible for operating the FSET program.

Answer: Each agency must provide FSET services as appropriate to its customers.

40. Question: On page 2-33, Response Item 2.B.3.3. Service Integration with Bureau of Milwaukee Child Welfare a) and b). The RFP refers to in-home child welfare safety services and out-of-home child welfare safety services, is this referring to the placement of the child or to the location where services will be provided? (Safety services generally refer to those services to children who remain in their homes but may be at risk of out-of-home placement.) Please clarify.

Answer: Questions 2.B.3.3 (b) and 2.D.2.2 (b) contain an error. The question should not read ".....out of home child welfare safety services..." The correct wording is ".....out of home child welfare services..." This was corrected in an addendum to the RFP.

41. Question: You list specific sites for JDPA services. Are these sites mandatory or suggested?

Answer: JDPA is expected to be co-located at Job Center sites along with the CMA.

42. Question: On pages 2-37 and 2-45, the section on Projected Outcomes, what kind of written response does the state want for this proposal, if any?

Answer: No response necessary upon submission of RFP. However, agencies that receive a Letter of Intent to Award the contract will have ninety (90) days from the date of that letter to submit projected outcomes using the chart provided. It is expected that the CMA and JDPA within each region will work together to establish the projected outcomes.

43. Question: Section 1.6 (g) of the planning document asks for "A copy of the written policy on conflicts of interest and evidence that subcontractors have received a copy and signed it." This is not currently part of the DWS

subcontract policy, unless it exists under a different name. Can you give me an example of language in question?

Answer: Agencies are expected to have a written conflict of interest policy as part of the internal controls within a sound financial management system. Of course such a policy would apply to the agency's procurements of subcontracts. DWD would like evidence that such a policy exists and has therefore requested a copy. DWD would also like some indication that the policy was not violated in the procurement of subcontracts. For that, signatures from subcontractors would be helpful. If subcontractors believe the subcontract violates your policy, they would likely not sign off. We envision just a routing slip or transmittal cover that subcontractors would sign saying they've read and understood the policy.

In addition, the DWS subcontract policy requires submission of an Affidavit of Fair Competition for Subcontracts (Attachment E of DWS Administrator's Memo 05-04). This form contains a statement on conflict of interest.

44. Question: How is it expected that smaller community-based agencies and non-for-profits would be able to get bonding for the delivery of the contract in the amount described in Addendum No.1 #2? This requirement is still far too restrictive.

Answer: DWD met with insurance officials before implementing this requirement. They said the maximum cost for such a bond would be 2% of the amount bonded. They also said agencies should have no trouble obtaining the bond from whatever insurance company provides their other insurance policies.

The amount of the bond is equal to one prepayment, which is equal to 1/24th of the administrative and services allocation combined. Benefits are excluded from the calculation. So, for a smaller private agency, the cost is quite small.

For example, a bond for the Shawano County Job Center is estimated to cost only \$188 or less annually (admin allocation of \$62,874+ services allocation of \$162,333 = total of \$225,207 which is divided by 24 months to get \$9,384. \$9,384 is the amount of 1 prepayment and the amount of the bond needed. Multiplying the bond amount of \$9,384 times the 2% maximum rate = \$188).

Please note that the cost is reimbursable under the W-2 program. The cost can be reduced by securing the bond with collateral. In addition, the contract agency can substitute a letter of credit, although we are told the cost would be similar. Finally, the bonding requirement can be eliminated altogether if the agency waives its prepayments.

Part 2, Section 2

45. Question: As per page 2-43 (Section 2.C.3.1 Service Integration with the Public Workforce System), please describe the difference between Job Service partners and WIS partners as they relate to Job Center partners.

Answer: Job Service, WIA and DVR are examples of Job Center Partners; each has its area of expertise and role in the Job Center.

Part 2, Section 2, subsection B & C

46. Question: Can CMA or JDPA decide to provide retention bonuses?

Answer: If this references retention bonuses to W-2 participants, policy does not prohibit this practice.

Appendix B

47. Question: Will greater credit be given for wage at placement with benefits vs. a job with no benefits?

Answer: No only hourly wages will be used to determine whether an agency has met the performance standard. There are many variables, such as the cost of health insurance premiums, deductibles, etc. when trying to measure benefits which makes it too difficult to measure.

48. Question: What are the Performance Standards by agency type in Milwaukee County or are all agencies responsible for all Performance Standards? (e.g. Will the SSI Advocacy agency be responsible for meeting the Entered Employment Placement Rate performance standard?)

Answer: The Performance Standards Information Map has been published to the web. The information map indicates which Performance Standards apply to each agency type.

49. Question: When and how will the Performance Standards be quantified?

Answer: The Performance Standards Information Map has been published to the web.

50. Question: While the indicators for the Performance Standards are defined, the actual measures are not. When will these be available?

Answer: The Performance Standards Information Map has been published to the web.

51. Question: Performance Standards: Will DWD determine benchmark targets prior to contract awards? Which standards reside – which agency types?

Answer: The Performance Standards Information Map has been published to the web.

52. Question: It appears that DWD plans to establish performance standards that are unique for each W-2 Contractor. If that is so, how will DWD ensure that differing standards are fair to local providers so that there are not inconsistent expectations statewide? (Section One, item 2.4, page 1-5)

Answer: The RFP addendum issued on July 15, 2005, included the Information Map for the next W-2 and Related Programs contract. Specific information related to each standard is included in the information map.

53. Question: It appears that many of the standards on which the performance is measured to determine if an agency is entitled to the 20% are not measurable until after 12 or 24 months. Since the 20% is to be a reimbursement of expenses incurred, is DWD planning that agencies will incur these expenses for 1-2-3 YEARS without any indication of whether we will be paid? This will be unacceptable to both county boards and to governing boards of private agencies. Secondly, county budgets must be reconciled and closed out annually. I imagine the same is true for private agencies. How does DWD expect agencies to close out our annual budgets if no one can tell us what portion of the allocation we have earned?

Answer: Incentives are earned with each outcome. So, agencies will be able to track their progress continuously. DWD will calculate and release the amounts earned each quarter. The 20% is not withheld from each payment so the agencies will receive full reimbursement the first year and be able to close out their books. The incentive earning cycle follows the funding cycle of 2 years so will be closed out at the end of the second and fourth contract years.

It is anticipated that all agencies will earn their full incentive. If we see that the rates we've established for each outcome are too low, we will revise them.

54. Question: Under performance standards Appendix B page 3, Entered Employment, in definition box it says... performance will be measured by counting all individuals in FSET or W-2 who meet the following EE definition.....and obtains new employment with higher wages after referral to work programs.

This always use to be enrolled in work programs. We refer but if someone doesn't show they are never enrolled into FSET. How would we ever track these people? Is this a typo, we all hope. Thanks.

Answer: There is no change in the population we are counting in this performance standard from the current EE performance standard. If

they are referred and then disenroll with no intervening activities, they are taken out of the denominator.

Form 11

55. Question: Please define what significant contact every thirty (30) days is?

Answer: If this question refers to the “meaningful monthly contact” referenced in guarantee #44 on Form 11, it only applies to the SSI advocacy agency and it means face-to-face contact to review and update participant activities, and determine the need for child care, transportation and/or supportive services.

General

56. Question: How is CSJ training different from customized skill training?

Answer: It's not different. Someone participating in customized skills training would generally be assigned to the CSJ rung of the W-2 ladder. The customized skills training would be part of the participant's training hours.

57. Question: Can proposing agencies get information on the number of Refugee Assistance cases per region?

Answer: In Milwaukee there is a one-stop service delivery model for Refugees – housed at Region 6 (Southwest Region), approximately 240-250 cases.

58. Question: What is the distinction between “soft skills” CSJ's and customized training? And who and when can access customized training?

Answer: Soft skills CSJ 's are worksites where a participant learns the basic work habits. This is typically assigned to someone who is determined not ready for services from the JDPA. Customized skills training will be provided to those individuals who are being jointly served by the JDPA and the CMA. The need for training is based on job readiness steps identified in the participants career plan. Customized skills training is focused on job specific employment skills and developed with the input of employers.

59. Question: Per Legislative audit, there were 0 Trial Jobs placements in 2004, possibly because \$300 is too low. It is understood that the Governor is considering expanding this program (Trial Jobs Plus) in 2005. Can the Department describe what expansion is being considered?

Answer: While the Governor's 05 - 07 Biennial Budget bill included an initiative to expand Trial Jobs, the current version of the 05 - 07 Biennial Budget no longer includes that initiative.

60. Question: Are there recent Legislative Audit findings (area of concern and/or program challenges) specific to JDPAs functions and performance with CSJs?

Answer: The W-2 Program Evaluation, published by the Legislative Audit Bureau can be found at:

<http://www.legis.state.wi.us/lab/reports/05-6Highlights.pdf>

<http://www.legis.state.wi.us/lab/reports/05-6Full.pdf>

61. Question: Can you provide an estimated percentage of the overall caseload (by Regions in Milwaukee) that will be referred to JPDAs? If one is not available, could you please provide a historical percentage of the overall caseload that was referred to JPDAs?

Answer: Information on caseload may be found at the following site:

<http://dwd.wisconsin.gov/dws/rsdata/default.htm>

http://dwd.wisconsin.gov/dws/rsdata/esignup_w2wp.htm

62. Question: Will the Preferred Provider Registry be limited to assessment and treatment providers? Will the Registry include education, training, and legal services?

Answer: The following services will be included in the Preferred Provider Registry: Alcohol and Other Drug Abuse (AODA) Clinical Assessments; Treatment and Counseling; Mental Health Clinical Assessments; Treatment and Counseling; Learning Disability Clinical Assessments; Domestic Violence Services; Functional Capacity Evaluations; and Vocational Evaluations.

63. Question: Should the services provided by the W-2 Preferred Provider be included in the proposal budget?

Answer: Yes.

64. Question: Is it mandatory that successful CMAs and JPDAs work with organizations on the Preferred Provider Registry?

Answer: Specific requirements for referring individuals to the Preferred Provider Registry will be included in the Preferred Provider Request for Applications.